



ILRI Guidelines and Procedures for the Management of Staff Development Interventions

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People and Organizational
Development Directorate



People and Organizational
Development

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1.0 Introduction

As a research institute, ILRI greatly values continuous learning and knowledge sharing, supported by initiatives for the development of skills amongst its staff members. ILRI further recognizes that quality staff development is integral to institutional performance and sustainability of the organization.

ILRI therefore actively encourages staff development and improvement of personal, team and institutional skills, striving to create an enabling environment for learning.

2.0 Aim

The aim of these guidelines is to provide guidance on the institutional management of staff development and to provide procedures for identifying and addressing staff development needs at the individual, team and institutional level. In due course, a detailed Learning and Development Strategy will be developed to articulate the Institute's approach to learning and development.

However, for the purposes of these guidelines and procedures, staff development examples of staff development interventions include, institutional wide skills development courses to be offered by ILRI (e.g. scientific writing, facilitation skills, presentation skills, competency based interviewing skills, leadership development), short courses, workshops, technical training e.g. new laboratory technique – this list is not intended to be exhaustive but to provide examples of what will be supported by the Institute through the institutional training budget according to institutional priorities.

3.0 Scope

These guidelines and procedures apply to all ILRI regular staff in all locations where ILRI operates. For ILRI regional and country offices, it is the duty of the Regional Representative and Country Manager to ensure that all staff members are aware of these guidelines and procedures.

In locations where ILRI is hosted by another institution, the relevant institutional guidelines shall apply.

4.0 Eligibility

All regular ILRI employees are eligible to participate in staff development initiatives provided for or sponsored by ILRI, except when otherwise stipulated in these guidelines. Hosted institute staff members (who are hosted by ILRI) will be included in ILRI's staff development plans but the cost will be recharged to them.

5.0 Identification of staff development needs

The People and Organizational Development Directorate leads and coordinates the institutional process of the annual performance management cycle. It is from the performance management process that the institute identifies staff development needs.

5.1 Procedures for Identification of staff development needs

Staff development needs are classified into three categories: Institutional, Team and Individual staff development needs.

The following procedures shall be followed to identify staff development needs:

5.2 Identification of institutional, team and individual staff development

- **Institutional development needs**

Institutional development needs are learning needs that are of strategic priority for the institution to fulfil its objectives. These may be identified by the People and Organizational Development Directorate or IMC.

- **Team development needs**

Team development needs identified by management and approved by IMC will be automatically rated as high priority. The individuals in scope will be agreed by the People and Organizational Directorate and the relevant Director.

- **Individual development needs**

Individual skills requirements are identified at the time of the annual performance agreement process as agreed between the staff member and supervisor. These skills requirements are documented in each staff member's Personal Development Plan. In addition, staff members will also be able to outline their career objectives and the activities to be undertaken in support of these.

The individual development needs must be linked to the acquisition of specific skills relevant to the role of the individual within the institute. The information on individual development needs is collated by the People and Organizational Development Directorate from the Personal Development Plans of every staff member.

The People and Organizational Development Directorate will agree with the relevant Directors on the most appropriate staff development interventions taking into account economies of scale and cost.

From these discussions and other insights, the People and Organizational Development Directorate identifies and categorizes the needs as follows:-

- Institutional development needs to be addressed by ILRI wide training programs.
- Team development needs and training programs to address needs for specific teams.
- Individual development needs and individual development initiatives to address individual needs.

All these needs must align with institutional priorities.

5.3 The ILRI annual staff development plan

The People and Organizational Development Directorate collates the needs for the three categories outlined in 5.2 above to develop the ILRI Annual Staff Development Plan.

The ILRI Annual Staff Development Program consisting of the three categories of learning needs is presented before the Institute Management Committee (IMC) for consideration and approval.

5.4 Implementation of identified and agreed staff development needs

Upon approval of the Annual Staff Development Plan, the People and Organizational Development Directorate shall make preparations for implementation of the plan.

For team and institutional staff development initiatives, event schedules will be prepared and plans firmed up with relevant providers.

For individual staff development needs, the individual staff members will be informed by the People and Organizational Development Directorate of the available opportunity and

they shall be required to fill in the Staff Development Request Application Form. **(Appendix 1).**

All staff development interventions requested by individuals must be requested on the Staff Development Request Application Form and approved by the Program Leader/Head of Department/Head of Unit and the relevant Director as well as the People and Organizational Development Directorate.

5.5 Conditions

- 5.1.1** All individual staff development needs must to be reflected in the Personal Development Plan as articulated in individual performance appraisals and will aim at the acquisition of specific skills in alignment with institutional priorities;
- 5.1.2** Individual development needs may emerge during the year as new employees are appointed or as new projects demand new skills. Staff development needs arising during the year shall only be considered in exceptional circumstances after discussion between the People and Organizational Development Directorate and the relevant Director in consideration of budgetary provisions;
- 5.1.3** ILRI will not automatically promote staff members following successful completion of various development activities;
- 5.1.4** Although it is recognized that conferences have an important training/capacity development function, attendance at conferences will not normally be supported by the institutional staff development budget but could be supported by the relevant Program/Project /Department/Directorate budget;
- 5.1.5** People & Organizational Development through procurement unit will seek credit facilities with external providers, with commitment made by way of ILRI purchase orders for staff trainings instead of using advance payments. Where it is inevitable to make advance payments, the pre-payments will be treated as staff advances and these will be cleared upon presentation of certificate of attendance and conclusion of the training course;
- 5.1.6** Upon completion of the training programs staff members must:
 - a) Take all tests as required.
 - b) Complete an end of training evaluation/feedback form and submit to supervisor with a copy to People & Organizational Development Directorate.

The feedback shall be consolidated into one report that shall evaluate the overall effectiveness of the training program in meeting the training needs of the staff member.

6.0 Institutional staff development budget

The People and Organizational Development Directorate manages the institutional staff development budget, which is derived from a levy on staff global costs. Management shall decide the appropriate level of levy on staff global costs over time. However, this only covers basic costs and does not take into account staff time.

6.1 Disbursement of institutional budget

Disbursement of the institutional budget will depend on annual institutional priorities. The People and Organizational Development Directorate shall prepare a proposal for the IMC's approval on the disbursement of the annual institutional budget based on these institutional needs and priorities.

As a variable rule, however, 40% will be allocated to institutional staff development initiatives and 60% to team and individual development needs as determined by the Program Leader/Head of Department and relevant Directorate and as aligned to the KRAs (Key Result Areas) and needs identified in the PDP (Personal Development Plan) and Career Plan during the performance appraisal process.

The rationale for allocation of the Institutional Staff Development Budget is as shown below.

6.1.1 Institutional learning needs

As a variable guide, funding priority of 1.5% will be set for Institutional learning needs that are directly linked to ensuring that ILRI is fit for purpose. The actual annual allocation may vary depending on institutional needs. The actual allocation will be proposed by the People and Organizational Development Directorate and approved by the IMC.

The following learning areas will be prioritized as institutional. This list is not intended to be exhaustive but to give an indication of institutional learning areas.

- a) Development of ILRI Managers & Leaders
- b) Developing institutional capacity in managing partnerships and other strategic external relationships
- c) Encouraging an environment of creativity & innovation.
- d) Developing supporting systems and processes.

6.1.2 Team learning needs

As a variable guide, funding priority of 1% will be allocated to support team learning needs. This allocation may vary depending on institutional needs. The actual annual allocation will be proposed by the People and Organizational Development Directorate and approved by the IMC.

Where applicable the team may be requested to offset/share the costs as appropriate.

The following criteria will be applied when reviewing the team learning needs;

- a) Relevance to the institutional needs & ILRI strategic objective on Fit for Purpose.
- b) Alignment to team/unit's objectives & role.
- c) Value to upgrading skills & knowledge with technological advances.

6.1.3 Individual staff learning needs

As a variable guide, funding priority of 2.5% will be set to support individual staff learning needs as identified in staff performance development plans (PDPs) and focused on the acquisition of specific skill sets essential to ILRI.

This allocation may vary depending on institutional needs. The actual annual allocation will be proposed by the People and Organizational Development Directorate and approved by the IMC.

The following criteria will be used during processing and approval of Individual staff learning and development applications

- Performance development plans will be collated into an annual training plan as discussed in clause 5.3 above.
- Adhoc staff training application forms will be acknowledged by email to the applicant.
- The application will be reviewed and a determination made.
- Criteria for approval of adhoc staff training will include:
 - Relevance to the individual roles, relevance to ILRI's priorities and Key Result Areas/performance objectives
 - Value to upgrading skills and knowledge with technological advances
 - Conferences, seminars, staff retreats, team building, project resources e.g. books, DVDs, videos etc. will be catered for from the team and project budgets
- The applicant will be notified regarding approval/denial of the application and if an application is declined, reasons for the decline shall be provided.

7.0 Program funds for capacity building

On occasion, project proposals may indicate a component of capacity development aligned to a specific program objective in order to acquire specific skills essential to the specific project/program e.g. mainstreaming of gender into research programs or introduction of new laboratory techniques.

In cases where funds are awarded for capacity development as part of the implementation of a project, funding for acquiring specific skills through short and specific skills training may be provided through the program/project budget but the process for the approval of learning and development activity will apply i.e. completion of the Training Application Form, approval by the respective Program Leader and Director and submission to P&OD Directorate.

Such funding will not be used to support long term academic degrees and/or PhD courses.

7.1 Self-Sponsored courses

A staff who undertakes a self-sponsored course are required to inform their supervisors and the People and Organizational Development Directorate of their private arrangement.

They shall pursue their studies in their own time and using their own resources. They are not expected to make use of ILRI resources such as printing, using the ILRI email address, studying during working hours, etc.

7.2 Study leave

Staff will be entitled to five (5) working days of study leave per annum and this will apply to both ILRI and self-sponsored courses.

Application for study leave will be done through the online leave system.

7.3 Separation training

The needs of employees within one year of retirement and staff who are made redundant will be supported through the employee separation support program.

7.4 Recording of staff development

All staff development requests, irrespective of funding source should be sent to the People and Organizational Development Directorate for recording in a central database so that we have a record of all training received by all staff.

8.0 Responsibilities

8.1 Individual Employee

The individual employee will be responsible for:

- Their own personal development plan and career plan and to this end, he/she will identify their development needs through discussions with supervisors and from 360 degree feedback derived from their performance appraisals.
- Effective and efficient utilization of opportunities and resources provided for him/her for purposes of their learning and skills development.

8.2 Supervisors

Supervisors will be responsible for:

- Creation of a work environment conducive to learning and knowledge and information sharing;
- Assisting staff members to identify their development needs and opportunities to meet these needs while matching individual career interests with institute goals, objectives and priorities;
- Supporting staff members in their development activities and helping their staff develop their performance and effectiveness;
- Actively create a work environment which encourages continuous learning and knowledge sharing;
- Link the development of individual potential and career advancement to the aims and objectives of the unit and the goals of the Institute;
- Assist and support staff in taking responsibility for their own development;
- After completion of development activities, follow up with staff members to identify improvements in performance and provide the required feedback.

8.3 People and Organizational Development Directorate

- The People and Organizational Development Directorate manages the institutional staff development budget from which is derived the annual staff development plan;
- Leads and coordinates the Performance Appraisal process from which is derived the Personal Development Plans and Career Plans;
- Facilitates the Identification of institutional, team and individual development needs and priorities as well as identifying appropriate development interventions and service providers;
- Undertakes evaluation of the staff development activities to measure the effectiveness of the staff development effort and investment in staff development in keeping with good practice and inform opportunities for continuous improvement in the institute's approach to staff development;
- Reports to IMC on the staff development effort in the relevant period as well as impact and opportunities for continuous improvement in the development of ILRI's people;
- Maintain complete records for attendance and completion of all staff training paid for by ILRI.

ILRI STAFF DEVELOPMENT APPLICATION FORM

Section A: To be completed by Job Holder

Name of Applicant:	Duty Station:	
Title & Grade:	Supervisor's name:	
Vision/Program/Directorate/Unit:		
Name of learning Programme		
Length of Programme & venue: (Start date & end date)		
Cost: Applicable for external learning <i>includes accommodation and /or travel costs if any).</i>		
Section B – To be completed by Job Holder and discussed with Supervisor		
Please clearly explain how this development intervention is related to your Key Results Areas and the benefits that it will bring to your overall performance.		
Key Result Area (KRA)- Major KRAs- If more than 5 then list the critical KRAs	How the staff development links to KRA	
Is this development intervention identified in your submitted Performance Development Plan (PDP)? Yes <input type="checkbox"/> No <input type="checkbox"/>		
(If not please revise your PDP and submit it with this form.)		
What preparation will you do before embarking on this development intervention?		
Do you require any assistance for the successful completion of this development intervention e.g. access, language, reading, writing or other? If the answer is YES, please provide details below (If you would like to discuss this confidentially, please contact People & Organizational Development Learning & Development Unit)		
Signed (employee):	Date:	

Section C – To be completed by Supervisor		
Please fill in the table below by listing three tangible outputs from the individual's KRA that he/she is expected to deliver and are linked to this staff development intervention. Please also indicate how you will evaluate the delivery of the outputs .		
Tangible outputs linked to the staff development intervention	How the outputs will be evaluated. - <i>Please note that a review of this is expected during performance appraisal</i>	
KRA 1:		
KRA 2:		
KRA 3:		
Supervisor Name:	Supervisor Signature:	Date:
Section D – to be completed by Program Leader		
Authorized by (please print name):	Signature:	Date:
Notes:		
Section E – to be completed by Relevant Director		
Authorized by (please print name):	Signature:	Date:
Notes:		
Section F – to be completed by People & Organizational Development Directorate		
Authorized by (please print name):	Signature:	Date:
Notes:		

Please return the signed form to People & Organizational Development Directorate at least one week before the commencement of the learning event. (Keep a copy for your own records). Thank you!